



WILLIAM T FUJIOKA
Chief Executive Officer

County of Los Angeles
CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration
500 West Temple Street, Room 713, Los Angeles, California 90012
(213) 974-1101
<http://ceo.lacounty.gov>

"To Enrich Lives Through Effective And Caring Service"

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

March 19, 2013

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, California 90012

Dear Supervisors:

**COUNTY OF LOS ANGELES STRATEGIC PLAN UPDATE - 2013
(ALL DISTRICTS AFFECTED)
(3 VOTES)**

SUBJECT

Proposed update to the 2013 County Strategic Plan with recommended new and updated Strategic Initiatives for Goal 1 (Organizational Effectiveness), Goal 2 (Fiscal Responsibility), and Goal 3 (Integrated Services Delivery). The proposed update also recommends a more streamlined and consistent format for identifying Strategic Initiatives and Focus Areas for each Goal.

IT IS RECOMMENDED THAT THE BOARD:

1. Adopt the updated County Strategic Plan, which includes new and updated Strategic Initiatives and Focus Areas for existing Strategic Plan Goals, and streamlines the Plan structure to identify Strategic Initiatives and Focus Areas consistently for all Goals.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

The initial County Strategic Plan was adopted by the Board in November 1999, and has been updated by the Board seven times since then. The County Strategic Plan has evolved over the years to reflect the changing environment and new challenges, and to build on prior Strategic Plan successes. Most recently, the Board approved an update on March 20, 2012 that:

1. Continued the focus of Goal 1 (Operational Effectiveness), which includes four critical countywide Strategic Initiatives impacting all departments; and
2. Replaced four prior programmatic goals with two new goals: one addressing Fiscal Sustainability

(Goal 2) to ensure a countywide emphasis on fiscal strength and stability; and the other (Goal 3) focusing on Integrated Services Delivery to emphasize the need for integrated services across all health, human, and public safety service delivery systems.

This proposed update continues to focus on a number of key, high priority Strategic Initiatives under the existing three Goals. This Office, along with Board offices, department heads, department chief deputies, and other county executives have worked closely on updating the recommended Strategic Initiatives to ensure they are current and relevant, and positioning the County to better meet current pressing challenges and emerging issues. The recommended 2013 Strategic Plan update continues several multi-year Strategic Initiatives from the 2012 update. Those 2012 Initiatives that have been completed or become firmly institutionalized are recommended for deletion. The 2013 update also includes several new Strategic Initiatives, as well. Attachment I summarizes the proposed changes from the 2012 to the 2013 Strategic Plan. Attachment II reflects the complete proposed Strategic Plan update.

The proposed update to the Strategic Plan includes a consistent structure among the three Goals, identifying 1) the Strategic Initiative, with a long-term outcome statement; and 2) a series of Focus Areas, each with a short-term outcome statement. Working-level action plans to implement these Focus Areas will be developed, managed, monitored, and reported by Clusters and/or departments. Regular updates will be provided at appropriate forums, including Strategic Leadership Council meetings, Cluster meetings, and/or budget meetings. We believe these changes:

1. Elevate the focus of the key, high impact Strategic Initiatives by simplifying the structure;
2. Allow the working-level action plans to be revised on a more frequent, tactical basis based upon changing circumstances without concern that they differ from what was included in the approved County Strategic Plan; and
3. Continue the evolution of the County Strategic Plan from a working-level document to a simplified, high-level strategic document.

FISCAL IMPACT/FINANCING

There is no direct or immediate fiscal impact related to adoption of the update County Strategic Plan. Some initiatives may require commitment of resources which will be addressed through the budget process.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

Proposed County Strategic Plan Updates

During the latter part of 2012, this Office, working with Board offices, department heads, department chief deputies, and other County executives reviewed the accomplishments of the 2012 County Strategic Plan, assessed the current and upcoming County challenges, and worked through the Strategic Leadership Council and Clusters to identify key, high impact Strategic Initiatives to continue and include into the County Strategic Plan update. At the Executive Strategic Planning Conference held on January 16, 2013, working sessions were held to revise and refine the Strategic Initiatives and Focus Areas. The updated Strategic Initiatives and Focus Areas included in the proposed 2013 County Strategic Plan are a result of these efforts.

2012 County Strategic Plan Accomplishments

The 2012 County Strategic Plan approved the Board focused on key, high priority initiatives that emphasized the maintenance of core, critical services, pursuit of efficiencies and process improvements, and collaboration and integration of services. Highlights of accomplishments under each Goal include:

Goal 1: Operational Effectiveness

- Completed key human resource (HR) initiatives including HR architectural models, HR shared services model, multi-purpose job analysis process, and civil service appeal database;
- Provided social media training to 350 County managers and communicators on successful use of social media to communicate with media outlets and the general public;
- Rolled out the multimedia County Annual Report on the County portal and increased viewership by over 400 percent over prior, paper-based publication;
- Formulated mobile device strategy and deployed mobile apps for customers of Museum of Art, Public Library, and Departments of Human Resources, Public Works, and Consumer Affairs;
- Implemented the Integrated Communication Budget Module (ICBM) in the CEO to facilitate budget-related discussions between Board offices, CEO, and departments;
- Implemented the countywide Absence Management System and offered training as well as help desk services to all users; and
- Conducted four 2 ½ day contracting training sessions, resulting in a total of 120 contract specialists and managers trained on the latest contracting policies and guidelines.

Goal 2: Fiscal Sustainability

- (Probation Department) operated within approved budget and had a Fiscal Year 2011-12 savings of \$584,000, through maximizing revenue sources and various diligent monitoring and management efforts'
- Enrolled more than 125,000 eligible patients into Healthy Way LA program, which provided "bridge coverage" for those who will become eligible for traditional Medicaid program in 2014;
- Created co-located mental health teams within comprehensive health centers, established integrated behavioral health and primary care programs with community partner agencies, and implemented models of integrated community-based behavioral health and primary care services under the California's Medicaid Section 1115 Waiver program;
- Established a Managed Print Services Master Agreement to potentially save \$9.7 million annually in countywide computer printing and related paper costs; and
- Migrated 17 County departments containing over 37,500 email boxes to Centralized Email Services, reducing the monthly cost per mailbox from \$10 to \$6.30, equating to over \$16.6 million savings annually.

Goal 3: Integrated Services Delivery

- Implemented the Shared Practices Model and Coaching in the Department of Children and Family Services' Compton and Pomona Regional Offices, with emphasis placed on utilizing a child and family team approach to achieve better outcomes for the children and families served;
- Implemented AB 12 (Fostering Connections to Success and Increasing Adoption Act) and enrolled 79 percent of eligible youth who chose to remain in extended foster care;
- (Probation Department) successfully concluded the monitoring period for 35 Department of Justice Memorandum of Agreement provisions; and
- Successfully lobbied for passage of constitutional funding protections for AB 109.

As referenced above, several initiatives included in the 2012 County Strategic Plan were multi-year efforts that have either been institutionalized within departments, or are being continued into the

proposed 2013 County Strategic Plan, while other Strategic Initiatives are proposed to be continued with new or modified Focus Areas.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

The proposed changes to the County Strategic Plan validate the Plan as a “living document” that adjusts to a changing environment and County demands. The new Plan will continue to demonstrate the ability to focus on key priority, countywide strategic initiatives that will have a direct positive impact on current County services, programs, and projects.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'W. T. Fujioka', with a long horizontal line extending to the right.

WILLIAM T FUJIOKA
Chief Executive Officer

WTF:MKZ
FC:JR:ib

Enclosures

c: All Department Heads
Departmental Chief Deputies
Administrative Deputies
Chair, Quality and Productivity Commission

‘COUNTY STRATEGIC PLAN INITIATIVES

Proposed Changes from 2012 to 2013

Goal 1: Operational Effectiveness

- | <u>2012</u> | <u>2013 (Proposed)</u> |
|--|---|
| <ul style="list-style-type: none"> • Human Resources Management • Risk Management ✓ Budget Management ✓ Communications | <ul style="list-style-type: none"> • Human Resources Management • Risk Management ➤ Countywide Contracting Initiative ➤ Countywide IT Projects ➤ Voting System Modernization |
-

Goal 2: Fiscal Sustainability

- | <u>2012</u> | <u>2013 (Proposed)</u> |
|---|---|
| <ul style="list-style-type: none"> • California’s Section 1115 Medicaid Waiver & Health Care Reform • Title IV-E Waiver Implementation and Renewal ✓ Probation’s Balanced Budget ✓ County Fiscal and IT Management & Cost Efficiencies ✓ Collective Bargaining/Employee Benefits & Related Costs | <ul style="list-style-type: none"> • Health Care Reform • Title IV-E Waiver ➤ Special Districts & Regulatory Requirements ➤ Long-Term Investments ➤ MHSA Funding ➤ Central Agency Funding |
-

Goal 3: Integrated Services Delivery

- | <u>2012</u> | <u>2013 (Proposed)</u> |
|--|--|
| <ul style="list-style-type: none"> • AB 109/117 Public Safety Realignment • Capital Projects Coordination ✓ Katie A. Exit Conditions ✓ Youth Self-Sufficiency ✓ DOJ MOA w/ the Probation Department | <ul style="list-style-type: none"> • AB 109 (Public Safety Realignment) • Capital Programs ➤ Jail Reform ➤ Youth Protection Programs ➤ Integrated Health Services |
| <ul style="list-style-type: none"> ✓ Completed/Institutionalized | <ul style="list-style-type: none"> • Continued ➤ New |

COUNTY OF LOS ANGELES

Strategic Plan



◆ County Mission ◆

To enrich lives through effective and caring service

◆ County Values ◆

Our **philosophy** of **teamwork** and **collaboration** is anchored in our shared values:

- **Accountability** – We accept responsibility for the decisions we make and the actions we take.
- **Can-Do Attitude** – We approach each challenge believing that, together, a solution can be achieved.
- **Compassion** – We treat those we serve and each other in a kind and caring manner.
- **Customer Orientation** – We place the highest priority on meeting our customers' needs with accessible, responsive quality services, and treating them with respect and dignity.
- **Integrity** – We act consistent with our values and the highest ethical standards.
- **Leadership** – We engage, motivate and inspire others to collaboratively achieve common goals through example, vision and commitment.
- **Professionalism** – We perform to a high standard of excellence. We take pride in our employees and invest in their job satisfaction and development.
- **Respect for Diversity** – We value the uniqueness of every individual and their perspective.
- **Responsiveness** – We take the action needed in a timely manner.

◆ Strategic Plan Goals ◆

1. **Operational Effectiveness:** *Maximize the effectiveness of process, structure, and operations to support timely delivery of customer-oriented and efficient public service.*
2. **Fiscal Sustainability:** *Strengthen and enhance the County's capacity to sustain essential County services through proactive and prudent fiscal policies and stewardship.*
3. **Integrated Services Delivery:** *Maximize opportunities to measurably improve client and community outcomes and leverage resources through the continuous integration of health, community, and public safety services.*

COUNTY OF LOS ANGELES STRATEGIC PLAN

Plan Structure

The County of Los Angeles Strategic Plan consists of the following components, beginning with the broadest and most long-term elements to the most specific, short-range and tactical activities:

Mission Statement: An overarching, timeless expression of the County's purpose and aspiration, addressing both what the County seeks to accomplish and the manner in which the County seeks to accomplish it.

Values: Shared attributes and behaviors that inform and guide our actions in delivering services.

Strategic Plan Goals (Goal Statements): Goals identify the major services or programmatic areas where the County will focus its strategic efforts. Goal Statements are broad, long-range "visions" for a significant area of the County's operations, defining what the County must accomplish to achieve its mission.

Strategic Initiatives: A limited number of high priorities, strategic initiatives under each Goal that have significant impact to the County and will directly drive implementation. These strategic initiatives are reviewed annually and updated as necessary.

Focus Areas: Areas of focus under each strategic initiative that includes an action statement that represents the direction the County will undertake for each Strategic Initiative.

*The preceding components **require approval by the Board of Supervisors**, including any updates or revisions. As the components below are more business/implementation/action plans and may need to be revised on a more frequent, tactical basis based upon experience or changed circumstances, they are not included in the Strategic Plan. Specific enabling actions may require Board action and will be brought forward at the appropriate time of implementation.*

Action Plans: This includes action steps to help meet the action statements under each Focus Area. Development, management, and monitoring of work-level action plans will be overseen by the appropriate Clusters and/or departments. Regular updates of action plans will be provided at the appropriate forums, e.g., Strategic Leadership Council meeting, Cluster meetings, budget meetings, etc.

Individual Departmental Strategic Plans: Strategic plans at the departmental level detail that specific department's role and activities in support of the County Strategic Plan Goals, Strategies and Objectives. Departmental strategic plans may also include department-specific goals and priorities that are not specifically addressed within the major goals of the County Strategic Plan.

COUNTY OF LOS ANGELES STRATEGIC PLAN 2013 Proposed Update

GOAL 1: OPERATIONAL EFFECTIVENESS:

Maximize the effectiveness of processes, structure, and operations to support timely delivery of customer-oriented and efficient public services.

Strategic Initiative 1: Human Resources Management

Continue multi-year project impacting all County departments.

Focus Areas:

- **Improve Testing**
Expand broad-based, competency-based, and on-line testing; and other examination improvements.
- **Roll-out Support Systems**
Implement next phase of e-HR system (including electronic forms, manager self-service, and additional improvements in the application, recruitment and examination process), and develop management reports from the recently implemented Position Control system.
- **Actively Invest in Succession Planning**
Enhance the County's succession planning program by providing each department with a gap analysis of the strengths and weaknesses for three levels of management, and initiate the development of an executive leadership program.
- **Continue Strengthening Human Resources Services**
Upgrade technical skills of human resources and classification staff, pilot the new DHR shared services model in one County department, and establish DHR service level agreements with all County departments.

Strategic Initiative 2: Risk Management

Continue ongoing projects to reduce risk for all County departments.

Focus Areas:

- **Update Workers' Compensation Administration**
Implement new Third Party Administrator contracts, new procedures to address changes in legislative reforms, and replace or upgrade claims system.
- **Strengthen Loss Control Efforts**
Replace or upgrade liability claims system, improve data analysis to better target loss control efforts at the department level, and implement targeted loss control efforts for key departments with significant exposures.

- Improve Corrective Action Plan/Summary Corrective Action Plan (CAP/SCAP) monitoring
Thoroughly assess CAP/SCAP efficacy and broadly communicate lessons learned.

Strategic Initiative 3: Countywide Contracting Initiative

Initiate a multi-year project impacting all County departments.

Focus Areas:

- Develop Countywide Contracts System
Develop and pilot automated countywide contracting system that ties to eCAPS; pilots could include food services, social services and Proposition A contracts.
- Draft Contract Templates
Draft, and make available on the system, templates for RFPs, contracts, evaluation forms with standard, pre-approved terms and conditions for each template.
- Implement Contracting Best Practices
Identify and integrate into the system best practices, lessons learned, and opportunities to use additional tools such as the “draft RFP” process used by the federal government.

Strategic Initiative 4: Countywide IT Projects

Invest in high impact/high priority projects impacting all County departments.

Focus Areas:

- Enhance IT Disaster Recovery
Evaluate various methods of enhancing IT Disaster Recovery services for all County departments, and propose the best method for implementation.
- Consolidate Servers
Work with all departments to consolidate (“virtualize”) servers to significantly reduce the number of servers needed for future purchase and replacement, and to reduce energy consumption; move the County toward the industry standard for data center consolidation.
- Centralize E-Mail
Move all departments onto one shared email system (hosted by ISD); reduce “per seat” and future email upgrade/replacement costs for most departments.
- Enhance E-Government Initiatives
Pursue opportunities to expand user-friendly availability to County services and information by the public via websites, mobile applications, and other E-Government

Strategic Initiative 5: Voting System Modernization

Continue a multi-year project to modernize the voting system, impacting all Los Angeles County voters.

Focus Areas:

- **Continue Stakeholder Discussions**
Continue to meet with stakeholders (Board of Supervisors, County executives, and the Voting System Assessment Project (VSAP) Advisory Committee comprised of experts, community leaders from critical constituency groups and communities of interest) to maintain close involvement and engagement in this project.
- **Create a VSAP Technical Advisory Committee**
Work with the VSAP Advisory Committee to establish a Technical Committee to provide guidance as the VSAP moves from concept to design and prototyping.
- **Complete Design Phase and Begin Voting System Engineering**
Design the foundation for system engineering, prototyping, manufacturing and implementation. Then, utilizing data gathered during the design phase of the VSAP, and under the guidance of a Technical Advisory Committee, begin engineering and testing voting system prototype(s).
- **Seek Legislative Support**
Seek legislative changes to streamline the voting system approval process to allow the County to pursue its own publicly-owned voting system.

GOAL 2: FISCAL SUSTAINABILITY:

Strengthen and enhance the County's capacity to sustain essential County services through proactive and prudent fiscal policies and stewardship.

Strategic Initiative 1: Health Care Reform

Ensure continuity of the effective delivery of County health, mental health, and substance abuse services under the new regulatory environments of the Federal Affordable Care Act (taking effect January 2014) and California's Section 1115 Medicaid Waiver (currently in effect).

Focus Areas:

- Enhance Ambulatory Care

Continue to implement DHS ambulatory care initiatives, including roll-out of medical home models, patient empanelment, ending block appointments, and improve staff training and customer service to ensure DHS remains the provider of choice in 2014.

- Streamline DHS Operations

Continue efforts to streamline key operational initiatives within DHS and other County departments to expedite contracting, facilities improvements, and personnel movement as required for health reform implementation efforts.

- Health Reform Coordination

Ensure support from and coordination with all County departments participating in Health Reform implementation efforts.

- *Coordinate multiple eligibility determination initiatives closely with DPSS (such as Healthy Way LA) to ensure enrollment, eligibility determination and redeterminations, are done appropriately and timely in preparation for HWLA/Medi-Cal transitions and expansions.*

- *Collaborate with DMH on coordination of outpatient and specialty mental health services, residential placement for mentally ill, and primary care medical home placement for DMH patients.*

- *Focus DPH efforts on increasing the quantity of treatment options for DHS patients in need of substance abuse disorder services.*

- *CSS to coordinate direct placement of elderly adults in emergency departments.*

- Advocate for Legislative and Regulatory Changes

Engage State and Federal legislators, regulatory agencies, and the Health Exchange Board to maximize coverage expansion opportunities, ensure the financial viability of County safety net delivery system, and preserve access to care for newly insured and residually uninsured populations.

- **Implement IT System Improvements**
Support and closely monitor implementation of several major IT systems required for and/or related to the successful implementation of health care reform, including but not limited to the implementation of electronic medical records, disease registry systems, and eConsultation systems.

Strategic Initiative 2: Title IV-E Waiver

Implement the current final Title IV-E Waiver and support the State's effort in securing an additional one-year "bridge" and a five-year renewal to support ongoing reforms to the County's child welfare system in the areas of child safety, permanency, well-being and self-sufficiency.

Focus Areas:

- **Extension Request**
Participate fully in the State's formal proposal for the Title IV-E Waiver five-year extension (FY 14-15 through FY 18-19) with all previous terms and conditions in full force and effect.
- **Additional Bridge Year Request**
Participate fully in the State's request for an additional Bridge Year (FY 13-14) with all previous conditions in full force and effect.
- **First Bridge Year Evaluation**
Evaluate the County's progress during the first Bridge Year (FY 12-13), highlight the progress of the Waiver initiatives, goals, and theories, and document strategic investments in structural and programmatic reforms made possible by additional financial flexibility.
- **Prepare for Extension Implementation**
Participate fully in the State's implementation process for the Waiver Extension beginning July 2014.

Strategic Initiative 3: Special Districts and Regulatory Requirements

Review funding sustainability for two of the County's major special districts, and pursue possible financial solutions to implement clean water regulatory requirements.

Focus Areas:

- **Fire District**
Conduct a comprehensive review of reserves, fees, revenue sources, operating requirements, and projections for financing long-term purchases and infrastructure.
- **Library Special District**
Update fiscal analysis as needed to pursue possible options for sustainable, ongoing funding.
- **Water Quality Initiative**
Continue to develop a regional approach to water quality improvement that incorporates all 88 cities, and includes a funding initiative voted upon either by property owners or via general election in 2013.

Strategic Initiative 4: Long-Term Investments

Review near and long-term revenues and cost-drivers, and prioritize long-term investments, with particular emphasis on the three listed below; also consider other long terms investments such as ADA compliance, energy efficiencies / global climate change, and environmental sustainability.

Focus Areas:

- **Capital Projects Pipeline and Deferred Maintenance Needs**
Work closely with Board offices and County departments, prioritize and plan the County's near and long-term capital needs including maintenance of existing County facilities, completion of current facility projects, and investments in new facilities.
- **Retiree Health Care Reform**
Work closely with Board offices and LACERA, examine and pursue options for reducing the County's near and long-term cost of providing comprehensive health care to County retirees, and develop funding strategies.
- **Economic Development**
Working closely with Board offices, A-C, CoCo, CDC, and TTC, track net new ongoing revenues resulting from the State's dissolution of local redevelopment agencies, and consider strategies for reinvestment in economic development, including affordable housing.

Strategic Initiative 5: MHSA Funding

Review the 3-Year stakeholder planning process to identify strategic priorities and ensure optimization of financial leveraging for MHSA-funded mental health services in accordance with State law.

Strategic Initiative 6: Central Agency Funding

Work with departments who provide and bill for services in order to improve the quality and timeliness of the invoices submitted.

GOAL 3: INTEGRATED SERVICES DELIVERY:

Maximize opportunities to measurably improve client and community outcomes and leverage resources through the continuous integration of health, community, and public safety services.

Strategic Initiative 1: AB 109 (Public Safety Realignment)

Continue the implementation of Public Safety Realignment, particularly to assess and refine the County's support of community transition for previously incarcerated individuals.

Focus Areas:

- **AB109 Oversight**
Provide monthly updates to the Board regarding the oversight and management of the AB109 Program and identify any areas of concern to the Board for guidance and resolution.

Strategic Initiative 2: Capital Programs

Continue investing in the future by studying, prioritizing, and pursuing the highest-need capital projects.

Focus Areas:

- **Jail Master Plan and Alternatives to Incarceration (supporting the Jail Reform priority and the AB109 Public Safety Realignment priority)**
Support better management of jails and community programs by proposing a menu of various alternatives to incarceration intended to reduce the jail population, and a corresponding plan for downsizing Men's Central Jail in conjunction with other jail enhancements.
- **Data Center Replacement (supporting the Countywide IT Projects priority)**
Construct a modern data center to house the County's centralized IT functions and support staff; replace current data center, which does not meet seismic standards and has limited electrical capacity.
- **Health Facilities (supporting the Health Care Reform priority)**
Continue to support the delivery of quality primary care and specialty care to County residents by studying, initiating and/or completing construction of various health facilities including completion of the construction of the Martin Luther King Multi-Ambulatory Care Center (MACC), Harbor UCLA Emergency Facility and Rancho North Campus and continuation of work on the LAC-USC Master Plan and the Environmental Impact Reports for specific projects associated with the Harbor UCLA, MLK and LAC-USC Master Plans.

- **Other County Priorities**
In accordance with Board direction, identify and prioritize County facilities that are reaching 50 years in age, need continuous maintenance, have legal mandates, and/or County services delivery needs including the Hall of Administration, Department of Health campus facilities and other County facility needs.

Strategic Initiative 3: Jail Reform

Continue the Sheriff's implementation and the Board's monitoring of all 63 recommendations of the Citizens' Commission on Jail Violence, to improve conditions in the County's jails.

Focus Areas:

- **Compliance Monitoring**
Work with Implementation Monitor and independent evaluators to ensure the timely and proper implementation of the CCJV recommendations through a phased approach.
- **Analyze Fiscal Recommendations**
Conduct a thorough analysis of all fiscal recommendations and prepare a response back to the Board for review and approval.
- **Office of the Inspector General**
In conjunction with the Sheriff's department and the Independent Monitor, complete the implementation of Phases I, II, and III, including the creation of the Office of the Inspector General.

Strategic Initiative 4: Youth Protection Programs

Develop cross-cluster initiatives and/or recommendations that support the protection of youth within County systems.

Focus Areas:

- **Crossover Youth**
Implement and develop quarterly performance measurement reports as highlighted in the November 2 Crossover Youth report.
- **Transition Age Youth**
Building on the work previously done, develop three to five measurable goals focused on Transition Aged Youth.
- **Human Trafficking**
Work with State leaders and subject matters experts to draft legislation that support the development and funding of programs to reduce human sex trafficking for our youth

Strategic Initiative 5: Integrated Health Services

Continue integrating the comprehensive delivery of Health, Mental Health, and Substance Abuse services to all County clients.

Focus Areas:

- **State Medi-Cal Program**
Seek changes to the State Medi-Cal program to achieve parity for substance abuse services as part of health care reform transition.
- **Implement the Dual Eligible Demonstration Project**
Continue to participate with L.A. Care and Health Net to develop and implement the Dual Eligible Demonstration Project for coordinated Medi-Cal/Medicare services to enrollees.